

Deputy City Manager's Office Report to  
Regular Meeting of Council  
2018 April 23

ISC: UNRESTRICTED  
C2018-0505  
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## Updated Olympic Bid Proposed Public Engagement Approach

### EXECUTIVE SUMMARY

This report is an update to the Public Engagement Approach report that was presented to the Priorities and Finance Committee on 2018 April 10 (PFC2018-0366).

The report includes updates to the Public Engagement Approach based on PFC and City Council feedback, along with a Terms of Reference for the Engagement Advisory sub-committee, as per Council's direction on 2018 April 16.

#### **ADMINISTRATION RECOMMENDATION:**

That Council:

1. Approve the updated Public Engagement Approach (Attachment 1);
2. Receive for information the Terms of Reference (Attachment 2) for the Engagement Advisory sub-committee;
3. Authorize Administration to refer all public engagement updates to newly-established Council Committee.

### PREVIOUS COUNCIL DIRECTION / POLICY

See Attachment 3.

### BACKGROUND

On 2018 March 19-20, City Council authorized Administration to become a member of, elect directors, and incorporate a Bid Corporation (BidCo) to continue the exploration of a bid for the 2026 Olympic and Paralympic Winter Games (OPWG). That direction was contingent upon The City of Calgary receiving confirmation from the Government of Canada (GoC) and Government of Alberta (GoA) to help fund the BidCo.

City Council was notified of the commitments made by the other orders of government to establish BidCo on 2018 March 29. At the 2018 March 19-20 Council meeting, Council also directed Administration to prepare a robust public engagement plan for the next meeting of the Priorities and Finance Committee (PFC) on 2018 April 10.

Administration presented the Public Engagement Approach, which consists of an engagement program and a plebiscite, to PFC on 2018 April 10. Councillors recommended several changes to the document and that feedback is represented in the new version being presented to City Council as attached to this report.

On 2018 April 16, Council directed Administration to develop a new Terms of Reference for the Engagement Advisory sub-committee, in consultation with Members of Council, and report back directly to Council no later than June 2018. The Terms of Reference for the Engagement Advisory sub-committee is presented in this report (Attachment 2).

The Engagement Advisory sub-committee will help facilitate effective stakeholder and expert input, in alignment and consultation with Council and Administration, and other relevant Olympic project work streams (Finance, Vision and Benefits, Venue, Security, Legacy, Sustainability, and Government Relations).

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The goal for the Engagement Advisory sub-committee is to provide Calgarians with balanced, neutral and fact-based information and engagement opportunities related to a potential bid for the 2026 OPWG. This work will transition to BidCo once it is ready.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Administration has continued to gather feedback on its public engagement approach through PFC and City Council.

It was recommended at PFC that the oversight and implementation of the Engagement Program be moved out from under Administration to be overseen by a sub-committee of the project's external Advisory Panel.

The Advisory Panel, which is partially made up of former Calgary Bid Exploration Committee members, appointed the Engagement Advisory sub-committee members based on a combination of competencies and interests, including but not limited to:

- Proven track record of overseeing large-scale unbiased public engagement initiatives;
- Familiarity with major events like the Olympics;
- Experience in procurement processes and holding contracted vendors accountable;
- Experience in reaching diverse audiences through a number of communication and engagement tactics;
- Experience working on building and upgrading large private or public infrastructure projects;
- Experience/knowledge of Calgary recreational and cultural facilities;
- Experience hosting large scale events focused on stimulating the economy;
- Strong relationship-building competencies with ties to a diverse community-based network; and,
- Experienced at Government Relations

It is recommended that the Engagement Advisory sub-committee provide reports to the Administration who will bring them to the newly formed Council Committee. The Engagement Advisory sub-committee will provide regular progress updates for the Council Committee. Progress reports will be provided for Council in June and October 2018.

Administration is working on final recommendations for membership in the Engagement Advisory sub-committee. However, those recommendations were not available at the time this report was published.

### Terms of Reference – Engagement Advisory sub-committee

The mandate of the Engagement Advisory sub-committee is to guide and oversee the development and implementation of a robust engagement program, which meets the engagement and communications needs of a potential bid to stage the 2026 OPWG. The Engagement Advisory sub-committee is being struck as an interim body to oversee engagement activities until such time as a BidCo is in place. At that time, all engagement activities will transition under the umbrella of BidCo, and the role of the Engagement Advisory sub-committee may be re-visited.

The Engagement Advisory sub-committee will be responsible for:

- Approving changes to scope, budget and schedule;

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- Providing leadership and support to the execution of the program;
- Resolving issues and addressing risks as they emerge;
- Developing and executing a Request for Proposal;
- Selecting and holding accountable a consulting firm to execute on the work;
- Managing progress reporting as appropriate

### Updates to Public Engagement Approach

As per PFC2018-0366, the public engagement approach includes two distinct components: an engagement program and a plebiscite. While both of these components are part of a comprehensive public engagement approach, their oversight would be independently managed.

The guiding principles were adjusted based on PFC and Council feedback. Below is an updated list of guiding principles for the Engagement Program:

- Accountable
- Citizen-centric
- Diversity
- Inclusive and authentic
- Neutrality
- Mutual benefit
- Respect
- Responsive and Committed
- Timeliness
- Transparency (open and honest)

### **Stakeholder Engagement, Research and Communication**

The Engagement Approach was presented to PFC and was also circulated to all City Councillors for their review and feedback. That feedback was collected and informed the updated Engagement Approach.

### **Strategic Alignment**

This report aligns with the Municipal Development Plan, the corporate Engage Policy, Council direction as outlined in the 2015-2018 Action Plan, and the Leadership Strategic Plan.

### **Social, Environmental, Economic (External)**

Extensive community consultation has been built into The City's existing plans and policies. The 2026 OPWG Bid Exploration utilized these strategic plans as a foundation and as a result citizen's social, environmental and economic priorities will be reflected in the initial draft 2026 OPWG vision, mission, benefits and legacy plans. Should Calgary choose to, and receive IOC endorsement to, proceed to the Candidature Stage, these statements will be further refined with public input by the BidCo and other key stakeholders prior to their inclusion in a formal Bid Book.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

See report PFC2018-0366

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### ***Current and Future Capital Budget:***

See report PFC2018-0366

### **Risk Assessment**

The list of risks below is an update to those represented in PFC2018-0366 and represent the risks associated with a Public Engagement plan. The Project Team maintains and manages an extensive risk register for the overall Olympic bid dialogue stage.

Clarity on roles and responsibilities: There are several committees and working groups that help support the process on this project and it's important to ensure clarity on the role and responsibility of each of those groups.

Managing expectations of multiple stakeholders: Stakeholders associated with this project are diverse and varied including all Calgarians, Indigenous groups, national and local sport organizations, athletes, Bow Valley Corridor residents, all orders of government, media, COC, and IOC. Managing diverse expectations will require focused effort and appropriate communication and engage resources. Engagement activities happen on a spectrum of strategies and promises. The level at which a project happens in the engagement spectrum depends on the project, participant(s) and stage of the process. The level can change throughout a process and is always determined by the engagement planner in collaboration with the project team, which is based on project needs and scope.

Access to timely information: Detailed information on all aspects of the bid process is required to share with Calgarians. However, much of this information is still in the process of being developed and will not be completed until into Q3 2018. Information will need to be shared as soon as it becomes available.

Balancing cost and results: While it is critical to inform large public sector decisions of this nature, engagement activities are costly. Strategies and approaches will need to balance costs with anticipated results. Failure to appropriately engage however will impact Calgarians ability to make an informed decision during a plebiscite.

Ability to reach all Calgarians: Appropriate and accessible communication and engagement tactics will be required to ensure that all Calgarians' voices are heard and included in the dialogue.

### **REASON(S) FOR RECOMMENDATION(S):**

Administration has taken feedback from PFC and Council and updated the Engagement Approach for the 2026 OPWG bid dialogue stage. In addition, Administration has finalized a Terms of Reference for the Engagement Advisory sub-committee. Upon Council approval of the Engagement Approach, Administration can release a Request for Proposal for the Engagement Program.

### **ATTACHMENT(S)**

1. Updated Public Engagement Approach (highlighting changes)
2. Engagement Advisory sub-committee Terms of Reference
3. Previous Council Direction